



**DAVID SHIELDS:**  
From U.K. to ASI

Al Drago/CQ Roll Call

**GOVERNMENT OPERATIONS**

# Cost-Cut Champion

Category management is one of those obscure terms on which government procurement officers geek out. But penny pinchers in Congress will take note when they hear David Shields, of consulting firm ASI Government’s new procurement transformation and category management practice, talk about it.

The former managing director of procurement service for the United Kingdom says category management increases government’s buying power by enlisting agencies to work together as a single enterprise, capitalizing on their combined size while also eliminating redundancies and increasing efficiencies in what is often an arcane process.

For the U.S. government, with its broad buying portfolio, those savings could add up to hundreds of millions of dollars, if not more. And Shields is now solely in the employ of federal agencies, the only clients ASI Government takes on. Shields says he wants to see “procurement optimized for the public good.”

In a profession where cost overruns are

more typical than savings, Shields boasts an enviable track record from his time in Her Majesty’s Government, including saving \$2.6 billion by better managing demand and cutting \$608 million through reductions in average prices paid on contracts.

The U.K. National Audit Office, the equivalent of Congress’ Government Accountability Office, said Shields delivered “the most coherent approach to reform to date,” an impressive feat in a field where change is often slow and progress is incremental.

Other less tangible benefits of implementing category management include making acquisition executives true experts in their individual markets, which in turn leads to a better understanding of the government’s needs and the supplier base.

Shields has spent the last two months meeting potential new clients and learning more about the intricacies and nuances of the U.S. government’s procurement processes, where the regulations are a bit denser than they are in the United Kingdom. Still, they have a lot in common, with the emphasis in both London and Washington on transparency, openness, fairness and the desire to get the most out of tax dollars.

“If you can save some money on stationery, you can help the homeless and educate people. You can help the citizen,” he says.

—Megan Scully

**HEALTH CARE**

**Eric Berger**

**NEW JOB:** Principal at Liberty Partners Group

**OLD JOBS:** Berger was previously CEO of the Partnership for Quality Home Healthcare and before that a senior vice president at kidney care company DaVita, a vice president for US Oncology and a Republican staffer for the House Energy and Commerce Committee.

**ORIGIN STORY:**

Berger, 50, is from Bridgeport, Conn.

His father and grandfather were physicians, and the health profession is revered in his family. Berger focuses on the policy side.

**QUOTE OF NOTE:** “Health care is reinventing itself, and it’s happening right now.”

—Jacqueline Toth



**CAPITOL HILL**

**Adam Rice**

**NEW JOB:** Communications director for GOP Rep. Randy Neugebauer of Texas

**OLD JOB:** Communications director, Financial Services Roundtable

**ORIGIN STORY:** Originally from New York City, Rice, 27, attended college in Texas at Southern Methodist University.

After a few summer congressional internships, Rice caught Potomac fever and began his Washington career as a staffer and transitioned to a focus on financial services and communications.

**QUOTE OF NOTE:** “You’d see your boss get quoted by a reporter and read about it in the newspaper the next day. I really liked that you could see your results immediately.”

—Hugh T. Ferguson

